

GUIDELINES FOR COMPREHENSIVE REVIEW OF TENURED FACULTY

(Revised 6/5/00)

INTRODUCTION

In accordance with the policies on the Comprehensive Review of Tenured Faculty of the Board of Regents (adopted July 12, 1996) and the University of Maryland, Baltimore (approved November 15, 1999), each tenured faculty member will be subject to a collegial assessment at least once every five years as part of a formative process for future faculty development, for enhancing the learning environment of students, and for the improvement of the academic program to which the faculty member contributes.

These policies will serve as the enabling documents and all School policies will conform to those documents.

Comprehensive reviews of tenured faculty in the School of Pharmacy will be conducted during every Fall semester. The faculty members undergoing review will be asked to assemble the necessary documentation during the preceding Spring and Summer.

GUIDING PHILOSOPHY

All tenured faculty are subject to this process. The process for the comprehensive review of tenured faculty must reflect a recognition that faculty careers change over time and that a faculty member's present responsibilities may be different from those that the faculty member had at the time of hiring or subsequent promotion(s). Contributions in areas of teaching, scholarship and service should be balanced by the institution's individual expectations of each faculty member's responsibilities. The primary purpose of the review is to provide a mechanism for faculty development while assuring that the faculty member continues to contribute to the school and its mission. Thus, the usual criteria for promotion and tenure will not be employed in this review. The review will consider the faculty member's performance in teaching, scholarship and service. However, care must be taken not to set a standard for the faculty member that is higher than that which is currently in place for the rest of the faculty. The committee needs to recognize that individual careers evolve in differing directions and that faculty can make meaningful contributions to the school from a number of perspectives.

The review will remain internal to the University of Maryland. Outside letters of evaluation will not be solicited, as they are when an individual seeks tenure or promotion to a higher faculty rank.

The review committee is responsible for assuring that the process is reasonable and fair, and must take into account items such as interpersonal issues arising between a Chair and a faculty member, a faculty member's explanation of certain aspects of his or her record and that faculty member's teaching load vis-a-vis other department members.

PROCEDURES

The Faculty Affairs Committee will be responsible for oversight of the comprehensive review process. The review will be conducted by a committee of three tenured faculty: a Faculty Affairs Committee representative (appointed by the Chair of the Faculty Affairs Committee), one member selected by the faculty member undergoing review and one member chosen by the Faculty Affairs Committee from a list of two tenured faculty recommended by the faculty member's Department Chair. The latter member will serve as chair of the review committee. The Department Chair may not be a member of the review committee and representation from both School of Pharmacy departments is not required.

Each faculty member will be asked to prepare a CV in the standard format used by the School of Pharmacy. Other information will also be used, such as student evaluations. The Department Chair will be asked to prepare a letter for the review committee outlining the performance expectations of the faculty member, as well as his or her assessment of the faculty member's contributions to the department and the school.

Each faculty member will be asked to prepare a letter for the review committee describing 1. his/her career and its development, 2. changes in responsibilities over time, 3. factors that have enhanced or hindered development and 4. any other issues the faculty member deems relevant.

TEACHING

The committee will review the faculty member's teaching, seeking evidence that this teaching has made a meaningful contribution to the students' knowledge and skills as well as to the school's mission, and will identify any areas where the faculty member might need to improve. The committee will obtain from the faculty member representative material from professional and graduate teaching, including course syllabi, handouts and examinations and student evaluations. In reviewing the faculty member's teaching, the committee will ascertain information on as many of the following items as possible: whether the teaching load is reasonable in light of the faculty member's other responsibilities, whether preparation appears adequate, whether classes are delivered appropriately and whether appropriate use is made of small groups or other methods (depending on the nature of the course, the amount of time for the course and the objectives of the course), whether student evaluations are positive and where the faculty member might need to make changes, whether appropriate assessment of student performance is carried out and whether, and to what extent, the faculty member mentors graduate students, residents or fellows.

SCHOLARSHIP

The committee will conduct its review with the purpose of determining whether there is evidence of contribution in the area of scholarship. The faculty member will be asked to provide three samples of his or her work as it relates to scholarship. Care will be taken to ensure that these guidelines do not duplicate the criteria for promotion and/or tenure. The committee will be looking for evidence that the faculty member has attempted to pursue his or her work from a scholarly perspective.

Factors under consideration include but are not necessarily limited to: obtaining financial support, developing funded and non-funded proposals, demonstrating a consistent record of publications in peer reviewed journals, non-peer reviewed journals, newsletters, etc. (not limited to research publications but also including publications in such areas as educational activities or general information for the pharmacy profession or other scholarly community), demonstrating a consistent record of presentations (including but not limited to submitted/refereed, submitted/not refereed, invited, CE, etc), authoring of books, chapters, monographs or reports, and developing patents.

While many tenure track faculty are hired with the expectation that they will pursue and obtain funded research projects, practice (patient care) activities represent a significant proportion of some faculty members' professional time. In the criteria for promotion and tenure, the School recognizes this as an appropriate alternative to the grants and contracts portion of scholarship. For those tenured faculty who devote a significant proportion of their scholarly activity to professional practice, the committee will review their practice activities and will seek evidence of continued excellence and activity in that area. Considerations might include such elements as proportion of time devoted to practice activities, type of practice and opportunities for innovation and whether any new practice initiatives have been developed

SERVICE

The committee will seek evidence that the faculty member has reasonably continued to participate, in an equitable manner, in the service responsibilities expected of all faculty, recognizing the variability of a senior faculty member's responsibilities to the school. Review factors include but are not necessarily limited to: a reasonably consistent record of membership on committees or task forces at the school or campus level, evidence of service to the profession, such as participation or office in national organization(s), evidence of consulting or expert panel service (e.g. study section) and evidence of involvement in community or other civic activities.

THE REPORT

Since this is a collegial assessment of a faculty member's contribution to the School, there is no need for a vote. The review committee report will be confined to noting how and to what extent there is evidence that the faculty member contributes to the School and Department as well as whether and how the faculty member could benefit from development activities, including recommendations for such administrative actions as reassignment of responsibilities. The committee should seek consensus but differing opinions may be noted. The report will include all supporting documentation used in the review.

The committee's report will remain confidential. The report will be sent to the Faculty Affairs Committee Chair, and a copy will be sent to the faculty member. The faculty member will provide a statement of “agreement” or “disagreement” with the review committee recommendation regarding overall performance to the Faculty Affairs Committee Chair. The faculty member will have an opportunity to address, in writing, any issues raised in the report and these comments will be appended to and will become part of the report. If there is agreement with the report, the report and any additional statements from the faculty member will be sent to the Dean and the Department Chair by the Faculty Affairs Committee Chair. If there is disagreement with the report, the report and faculty statements will be reviewed by the Faculty Affairs Committee. In this case, the Faculty Affairs Committee will review the report of the review committee and faculty statements, and will develop an overall summary statement, including whether the review was fair and balanced. The Faculty Affairs Committee will comment on any areas of disagreement.

In cases where there is disagreement between the faculty member and the review committee, the Dean shall decide whether the faculty member has met expectations, based on the record, input from the Department Chair and in consideration of the Faculty Affairs Committee summary. The Dean shall prepare a written review, copies of which shall be provided to the faculty member, the Department Chair, and the Chair of the Faculty Affairs Committee. For all faculty members reviewed during the year, the Dean shall report to the Vice President for Academic Affairs that the faculty member’s performance either did or did not meet expectations. For the faculty member whose performance was considered not to meet expectations, a development plan will be formulated.

PLAN FOR ADDRESSING NEED AREAS

The Dean and Department Chair will work with the faculty member to identify specific areas of concern, identify factors contributing to a lack of performance, set goals for the formulated plan and identify measures of progress toward these goals. Formulation of the development plan may involve consultation with other professionals and experts in areas identified; and specific development efforts might include, but not be limited to, one or more of the following: internal or external mentored experience, short courses, assistance with writing, assistance with teaching, restructuring of the faculty member's workload, redistribution of assignments within a department, or other constructive actions.

The Department Chair and/or Dean must send a report to the Faculty Affairs Committee within 3 months, detailing the development measures that have been put into place. The Faculty Affairs Committee will have the right to comment on this plan.

Progress in meeting the goals of the development plan shall be assessed during a follow-up review beginning one year after the implementation of the development plan. The follow-up review may be deferred for one year if the Dean determines that there has been insufficient time for significant progress under the plan.

Any further action on this report by the Dean will be governed by applicable UMB policy.

REVIEW SCHEDULE

The Dean's office will establish a schedule for faculty reviews. Approximately six faculty per year will be reviewed, beginning with those faculty whose last review for promotion and/or tenure has been the most distant in time. Thereafter, review for each tenured faculty member will be every five years. The Associate Dean for Academic Affairs will inform the Chair of the Faculty Affairs Committee as to who will be reviewed. The Dean's Office staff will provide administrative support to the review committee.